COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

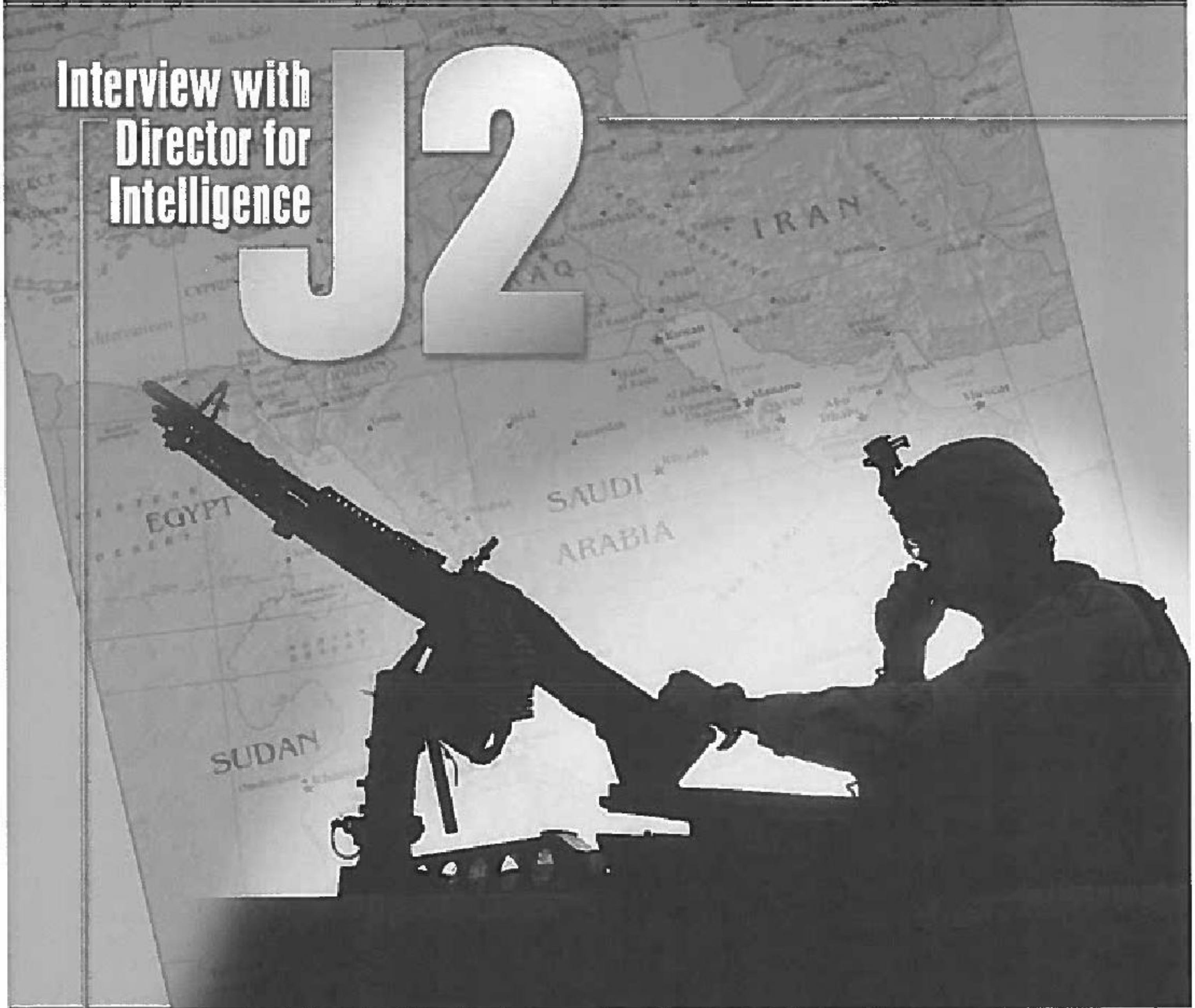
SEPTEMBER 2004 VOLUME 16/NUMBER 8

COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

- HUMINT Trusted Wisdom Program
- New Entry-Level Training Program Kicks Off
- Political Activities and the DIA Employee

Interview with Director for Intelligence J2



- D-Day 60th Anniversary Commemoration
- DIA Dining Out
- DIA Participates in Youth Motivation Conference

September 2004 Volume 16/Number 8

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Interview with DIA's Director for Intelligence, J2

Maj. Gen. Burgess Discusses the J2's Support to its Diverse Customers

By Communiqué Staff, DXP

Army Major General Ronald L. Burgess Jr., joined DIA in June 2003 as the agency's director for intelligence, J2. The directorate supports the chairman of the Joint Chiefs of Staff, the secretary of defense, joint staff and unified commands. It is the national-level focal point for crisis intelligence support to military operations, indications and warning intelligence in DoD and unified command intelligence requirements. The J2 coordinates joint intelligence doctrine and architecture, and manages intelligence for joint warfighting assessments. It serves as the intelligence community manager for support to military operations, and is the director of the Joint Warfighting Capabilities Assessments for Intelligence, Surveillance and Reconnaissance under the Joint Requirements Oversight Council. Prior to his selection as DIA's director for intelligence, J2, Maj. Gen. Burgess served as director of intelligence, U.S. Southern Command in Miami, Fla., from July 1999 through May 2003, and director of intelligence, Joint Special Operations Command in Fort Bragg, N.C., from June 1997 through July 1999.

The Communiqué editor spoke with Maj. Gen. Burgess about his goals and priorities in support of the J2's diverse customers.

COMMUNIQUÉ: *Please tell our readers a little about yourself. How have your previous assignments prepared you for your role as the J2?*

MAJ. GEN. BURGESS: Prior to my assignment here in DIA, I've held positions outside the Washington, D.C., area with a tactical-level focus. It wasn't until later in my career that I became exposed to a joint environment that is most applicable to my current assignment. First as the director of intelligence of the Joint Special Operations Command (JSOC) in Fort Bragg, N.C., then as director of intelligence at U.S. Southern Command (SOUTHCOM) in Miami, Fla.

COMMUNIQUÉ: *What is your impression of the agency?*

MAJ. GEN. BURGESS: While serving at the combatant level in JSOC and SOUTHCOM, I benefited from DIA intelligence support led by former DIA directors and J2s Lt. Gen. Patrick Hughes and Vice Adm. Thomas Wilson, and current director Vice Adm. Jacoby. I was never turned down by this agency, and I will continue to support the combatant commands as the DIA J2. Although we have a diverse mission of supporting DoD's military and decision makers, supporting those at the point of the spear is the most important, and the primary purpose of intelligence.

Army Major General Ronald L. Burgess Jr.

We have a lot of talent and energy here in J2. Nearly 700 civilian, active duty and reserve military personnel in J2 provide strategic indication and warning, support to military crisis operations, current intelligence and counter-terrorism support to senior Defense Department decision makers and combatant commanders. I'm so proud of their commitment. They make superb decisions and analytical judgments on short timelines with little room for error and planning.

COMMUNIQUÉ: *What would you like to accomplish during your tour at DIA? What are your main goals and priorities as the J2?*

MAJ. GEN. BURGESS: To continue providing the best possible intelligence support to DoD decision makers and combatant commanders. They are the primary

customers that intelligence should be supporting. Defense intelligence should drive operations proactively vs. reactively, in order to preempt surprise. This is a major shift in emphasis for defense intelligence. Analysis should be predictive and prescriptive, to narrow the space where surprise can occur, and mitigate the impact when it does.

COMMUNIQUÉ: *Explain the J2's relationship or interaction with the rest of DIA. How is the J2 different from the Directorate for Analysis, and how does analysis differ in the respective directorates?*

MAJ. GEN. BURGESS: J2 is part of DIA, but we're on a different timeline than many other directorates in the agency. In many cases, DIA has the ability to look long term; not so much in a constant crisis mode. The need to respond within 60 minutes or less is routine for us; a 24-hour deadline is luxury! Our sense of urgency translates into everything we do. We work closely with J-3 Operations Directorate, which is where all the joint staff's planning, policies, intelligence, manpower, communications and logistics functions are translated into action. They have immediate information needs for ongoing military operations and for moving military forces.

We also draw deeply on DIA's broad range of capabilities to accomplish our mission. So, we appreciate that we are part of the larger agency and we clearly recognize our responsibilities to involve ourselves in all aspect of DIA's operations. I have great interactions with my DIA counterparts, and we are all committed to the same sets of goals and missions.

COMMUNIQUÉ: *What is the greatest challenge confronting the J2 organization and how do you plan to meet that challenge?*

Deputy Secretary of Defense Paul Wolfowitz visits J2 spaces to shake hands with a few select analysts in J2, DI and DAC for their work during Operation Iraqi Freedom. Pictured (L-R) are Vic Bird, Jennifer Hay, Army Maj. Tony Pfaff, Wolfowitz, Phil Reynolds and Air Force Master Sgt. Glenn Lemons.

MAJ. GEN. BURGESS: DIA's analysis strategy is focused on deepening our analytic capabilities. Our greatest challenge is to know something about everything all the time. It is difficult to be fully conversant on every country, rogue nation and non-state actor. We will prioritize elements in our portfolio to sustain significant depth in our analytic efforts necessary to continue support to our customers.

We work closely with the DoD Indications and Warning office to develop a set of indicators to assist in identifying anomalies that something is changing, and we put this information into a format that is easily understandable. Additionally, a J2 senior analyst meets with junior analysts here once weekly, to teach them the art and science of intelligence analysis. So we take advantage of technical tools and in developing analytical skills. The enemy is adaptive so our ways of looking at them must follow suit; it's a never-ending process of learning.

I'm proud of our successes. At the tactical level, J2 has deployed National Intelligence Support Teams to support operational commanders for various crisis situations throughout the globe. The Joint Intelligence Task Force for Combating Terrorism provided direct support to the warfighter through its vast number of forward deployed analysts in support of Operation Iraqi Freedom, Operation Enduring Freedom and the Global War on Terrorism.

At the operational and theater level, J2's Deputy Directorate for Crisis Operations, in close coordination with Under Secretary of Defense for Intelligence Stephen Cambone, has taken the lead for a new intelligence campaign planning initiative designed to better coordinate the efforts of the greater intelligence community.

The Deputy Directorate for Assessments, Doctrine, Requirements and Capabilities is leading the joint staff effort at the national level to ensure the warfighter is supplied with the best intelligence tools possible.

Bridging the tactical, operational and strategic levels, J2's Deputy Directorate for Crisis Management provides current intelligence and indications and warning support to senior civilian and military decision makers in the National Capital Region, and combatant commanders and military forces deployed world wide.

COMMUNIQUÉ: *Is there anything else you would like to add?*

MAJ. GEN. BURGESS: Our desire to support is second to none. We strive to know the function and requirements of our customers at all levels, and through the best intelligence possible, we will continue to assist leaders in coming to a conclusion.

DIA Welcomes New Hires

DIA Welcomes the Following Civilian and Military Personnel Who Arrived in August 2004

By Office for Human Resources, DAH

Civilian Hires

John D. Adkins Jr., DT
Nancy L. Ahson, DH
Sandra-Carol Allen, DI
Valary L. Alston, DH
Elena A. Asban, DI
Michael M. Ayres, DS
Crystal L. Bailey, DH
Daniel T. Bair, DT
Charles L. Baldwin, FE
Victoria L. Barasch, DI
Erin M. Barker, DI
James-Christian B. Blockwood, DI
Cheryl P. Boudreau, DA
Mark A. Bradshaw, DT
Christopher L. Brady, DI
James T. Brady, DI
Jonathan E. Butler, DA
Dorothy G. Campbell, MD
Rowland W. Cooper III, DA
Suzanne L. Covello, DT
Jason T. Crowley, DT
Sonal R. Daphtary, DX
Dwayne D. DeCann, DT
Charles D. Duzan, DI
Amanda D. Dyson, DH
Vanessa A. Farrow, DA
Carol A. Finkle, DI
Thomas G. Francis III, DI
Anna E. Fribley, DH
Rosanah Fung, DI
Dana N. Garrett, DH
Marion H. Giles, FE
Brian P. Green, J2
Craig D. Guiliano, DI
Nekesha L. Hamilton, DI
Je Y. Hand, DX
Julie C. Harbour, DI
Deborah D. Harris, TE
David L. Hawkins, DS
Geoffrey C. Henlsee, DI
Louren Hernandez, DA
Nathaniel H. Hill, DI
Christian M. Hinkle, AE
Dionne F. Hinton, DX
Darrell W. Hollowell, DH
Kevin M. Houlihan, DA
John E. Hughes, DA
Arlene M. Jackson, DT
E'Lecia D. Johnson, DI
Charles L. Johnston, TE
Jeremy R. Karbowski, DT
Stacey A. Kittner, DT
Susan J. Kohut, DI
Michael J. Kuhn, DH
Thomas C. Kuhns, DI
Michael J. Kunkel, DI
Ian R. Lee Heung, DS
Ralph W. Liberati Jr., DS
Nicole C. Masi, DI
Christina M. McDonnell, DI
Robert L. McGregor, DS
Michelle S. O'Brien, DI
Michael A. Page, DI
Gail L. Pettus, DT
Noemi Pizarro-Hyman, MD
Jason V. Ranone, DI
Keena N. Reese, DA
Scott M. Reynolds, J2
William J. Robinson, DI
Jacqueline P. Saltpaw, J2
Joanna D. Shane, J2
Richard A. Shore, DT
Meredith L. Smith, DI
Richard M. Smith, DI
Anna M. Taylor, CE
Cynthia D. Tillotson, DH
Daniel J.H. Tobin, DI
John R. Trochimowicz, FE
Laura T. Viscomi, DI
Jeffery S. Wallace, DH
Sally S. Wallace, DH
Fitzgerald Walton, DT
Cara M. Wells, J2
Douglas W. White II, DA
Vicki L. Whiteman, AE
Shawn B. Yancey, J2
Maria K. Yoo, DA

Active Duty Hires

Army:

SGT Ginger R. Adams, DT
LTC Randal S. Anderson, DH
MAJ Joselyn L. Bell, DT
SFC Gregory J. Benoit, DA
CW3 James S. Braderman, DH
SSG Christopher E. Cass, J2
SGT Michael A. Coleman, DH
CW2 Clay N. Deckert, DH
MAJ Willie J. Flucker, DI
CW2 Bob T. Franklin, DH
MAJ Robert K. Holzhauer, J2
LTC Harry F. Kane, DI
SSG Matthew J. McLeod, DI
SSG Robert A. Pardo, DH
SPC David A. Rupp, DS
CW4 Roger D. Ruthberg, DH
MAJ Scott T. Schenking, J2
1LT Agustin M. Taveras, DS
SFC Charles A. Trabuc, DH
SSG Hop N. Tu, DH

Navy:

YN2 Tonya E. Adams, DH
CDR Steven A. Borden, DH
LT Lisa M. Brennen, DI
LT William D. Carroll, DI
CAPT Randy S. Duhrkopf, DH
LCDR David B. Edwards, DH
LCDR Robert J. Englehardt, J2
LCDR Brent S. Freeman, DH
CDR Larry S. Gage, DH
SK1 Travis E. Holley, DS
LT Sean R. Hoyt, DH
CAPT Norman G. Laws Jr., DH
CDR Kevin S. Lerette, FE
CDR Christopher J. McDonald, DH
CDR Louis O. Meier Jr., DH
CTA1 Anthony L. Miller, DH
CAPT Eric K. Nelson, DH
CAPT Brian S. Neunaber, DH
CDR Mark S. Patrick, DH
CDR Catherine D. Ripley, DH
CWO4 Jonathan P. Schmidt, DH
CDR George J. Sherwood, DH
CTM2 Jason W. Taylor, DS
IS1 Michael E. Thompson, DH
CAPT Mark S. Welch, DH

Civilian and Military Personnel Update

Retirements, Anniversaries, Promotions, School Graduations and Awards in August 2004

By Office for Human Resources, DAH

Civilian Retirements

John J. Abbatiello, DH
Charles R. Bradner, DI
John R. Flaningam, DA
Robert P. Richardson, DA
Eileen M. Turnbaugh, DA
Richard B. Wilkins, DH

Employee Celebrating 45 Years Federal Service

Clyde E. Walker, DI

Employee Celebrating 40 Years Federal Service

Doris B. Toney, DI

Employees Celebrating 35 Years Federal Service

Dallas R. Collins, DS
Kenneth J. Gerstner, DI
James F. Lancaster, DI
Mark R. Perry, DI
Frederick C. Schwartz, DT
Richard E. Yarnell, DI

Employees Celebrating 30 Years Federal Service

Steven L. Alexander, J2
F. Denise Bainbridge, FE
Joseph S. Gordon, DX
Frances K. Lucas, DI
Ellen I. Medlock, DS
Edwin W. Powell, J2
Donald O. Williams III, DI

Employees Celebrating 25 Years Federal Service

Anthony E. Cerullo, DA
Aaron N. Cooper, FE
Leo J. Delaney, DI
Harry A. Frank, DI
Dorgia A. Kent, DA
Ava M. Martin, DS
Paul A. Murad, DI
Esteban T. Rodriguez, DH

Employees Celebrating 20 Years Federal Service

Patricia C. Briggs, DA
Lida M. Christian, DI
Lucille B. Cuffy, DA
Mark R. Fahner, DT
Ilsa E. Ferro, DA
Gerald K. Furland, DH
Harry I. Hannah, DT
Edward W. Hopkins Jr., DI
Kelly R. Hughes, DH
David M. Kashmere, J2
Gary F. Markham, DI
Ae S. Pray, DI
Lawrence J. Stevens, DH
Benjamin D. Watkins, DS
Wanda J. Williams, DI
Sandra L. Woodard, FE

Employees Celebrating 15 Years Federal Service

Ann H. Adams, DI
William J. Bagley, DI
Derrick N. Brown, DI
Janene E. Chase, DI
Larry J. Graham, DH
Michelle L. Henderson, DI
Paul A. Mackey, DH
April L. Maletz, DX
Gregory F. Nero, J2
David J. Ohara, DT
John V. Perroots, DH
Melvin D. Robinson, DA
Susan W. Sternad-Basel, MD
William J. Tehan, TE
Donna M. Welch, DS

Employees Celebrating 10 Years Federal Service

Marianne B. Carlson, DI
Kathryn L. Clark, DI
Kelly S. Haux, DI
William L. Jackson, DT
Deborah W. Monroe, DI
Terry M. Stahl, DH
Wayne M. Washington, FE

DIA Promotions to GG-15

Geraldine L. Brooks, DS
Daniel J. Dawson, DX
Tonda A. Hunsinger, DI
George J. Kuk, J2
Kevin J. Lander, DI
Adrian W. Wolfberg, OG

DIA Promotions to GG-14

Robert G. Barrow, DT
William P. Boerstling, DI
Bruce V. Browne, OG
Belva G. Campbell, DT
Martha L. Dasch, DI
Scott F. Douglass, DI
John R. Gattuso Jr., DI
Randolph C. Gresham, DA
Michael J. MacLachlan, DI
Margo M. Matarese, TE
John J. Sinisko, J2
Stephanie M. Stanley-McAllister, DT
Alan L. Stolte, J2
Norbert F. Szymanski, AE
Artis L. Thorne, DS
Mayra A. Wohnig, DI
Larry W. Wood, AE

DIA Promotions to GG-13

Paul B. Cain, J2
Shannon L. Cornwell, DI
William J. Hart, DT
Demitry L. Hopkins, DA
Heinisha S. Jacques, DA
Jacquelyn B. Johnstone, DI
Christopher J. Knight, DH
Danny A. Lever, DH
Erik D. Loe, DI
Matthew B. McCann, DI
Marc J. Morgan, AE
Pamela S. Robinson, AE
Anita S. Sharma, DT
Stephen A. Vanech, DI
John R. Wise, DI

DIA Promotions to GG-12

Saurabh S. Baveja, DS
Martha E. Cann, CE

Susan L. Klingberg, DI
Matthew B. McCann, DI
Aaron B. Moburg-Jones, DI
Michael J. Sirlag, J2
Tiffany C. Walls, DH
Edgar L. Welch, DA

DIA Promotions to GG-11

Erin H. Bloodsworth, DI
Andrew H. Clarke, DI
Kelly M. Huang, J2
Eric D. Loe, DI
Larraine K. Lyles, DI
Matthew J. Ricciardi, J2
Lana A. Sedristaya, DI
Laura J. Sporcic, J2
Cindy L. Velasquez, FE

DIA Promotions to GG-10

Thomas L. Adams III, DA
Nikolas A. Alexander, DT
Joshua M. Basse, DI
Vandale R. Cooper, DH
Jamila K. Howard, J2
Leah B. Kimmerly, DI
Michael C. Marynowski, DA
Evan M. Newman, DI
Kenneth W. Price, DI
William A. Said, DI
Brian C. Smith, DT
Mohsin R. Syed, J2
Monica Z. Thomas, DA
John D. Turner, DI
Jarvis L. Waters, DI
Katherine J. Wilson, DI

DIA Promotions to GG-09

Barrie J. Chang, DI
Kenneth D. Chase Jr., DA
Kristen M. Hess, DI
Nam V. Huynh, DI
Sandrea I. Hwang, J2
Daniel B. Lavelle, DI
Catherine M. Logie, DH
Kevin A. Mitchell, J2
Jessica R. Reidy, DI
Rebecca L. Russell, DI
Anna E. Tiedeck, DI
Brent C. Travers, DA
Joy D. Vargas, DH
Michelle B. Velasquez, DI
Stacy A. West, J2
Thomas P. Williams, DI
Leslie M. Zabala, DI

DIA Promotions to GG-08

Tiffany L. McNeill, DS

Army Promotions

SSG Dale E. Clarke, DH
SSG Cory L. Coleman, DH
SSG Jarrett W. Kahn, DH
SGT Debbie S. Watson, DS

Air Force Promotions

SMSgt Victor G. Elhordoymuniz, DX
SSgt Bryan C. Gerber, DS
SSgt Corey B. Solana, DS

Army Primary Leadership Development Course Graduate

SPC Brian R. Fleming, DI*

Personnel Awarded DIA Joint Military Awards for the 3rd Quarter, FY 2004

Company Grade Officer:
LT Stuart A. Green, USN, DI

Senior Enlisted Member:
MSgt Brian W. Percy, USAF, DH

Junior Enlisted Member:
SSgt Truman C. Speece, USAF, DH

Personnel Awarded DIA Military Service-Specific Awards for the 2nd Quarter, CY 2004:

Army Soldier:
SGT Brian P. St. Onge, USA, DT

Air Force SNCO:
SMSgt Derren Pettis, USAF, DH

Air Force NCO:
SSgt Shawn P. Liebegott, USAF, DI

Air Force Airman:
SrA Jeffrey M. Weyen Jr., USAF, DS

Navy Senior Sailor:
CTO1 Jeffrey R. Buss, USN, J2

Navy Junior Sailor:
YN2 Dwann E. Washington, USN, J2

** Honor Graduate*

photo by Murray Milton

Recipients of DIA's quarterly military awards are pictured at the Aug. 16 ceremony, held in the Tighe Auditorium, with Col. Jerome V. Spears, USA, and Command Sgt. Maj. Terence R. McConnell, USA.

HUMINT Trusted Wisdom Program

Transforming HUMINT Capabilities with State-of-the-Practice Commercial Technologies

by Kelly R. Hughes and William R. Miller, DH

Keys to success in the global war on terror are getting the right information into the right hands at the right time. The operational environment in which the Directorate for Human Intelligence (DH) must satisfy these needs is more dynamic, complex and volatile than ever before.

The Trusted Wisdom program is focused on supporting network-centric warfighting and developing capabilities and tools to provide real-time or near real-time information and collection support to analysts and decision makers.

Established by DH, in partnership with the Directorate for Information Management and Chief Information Officer (DS) and other intelligence community organizations, Trusted Wisdom is a technology program to transform information management within the defense intelligence community. More important than just the technology are the supporting actions that focus on the transformation of the HUMINT policies, processes and organizational issues that must be addressed to truly transform information management within the defense intelligence HUMINT community.

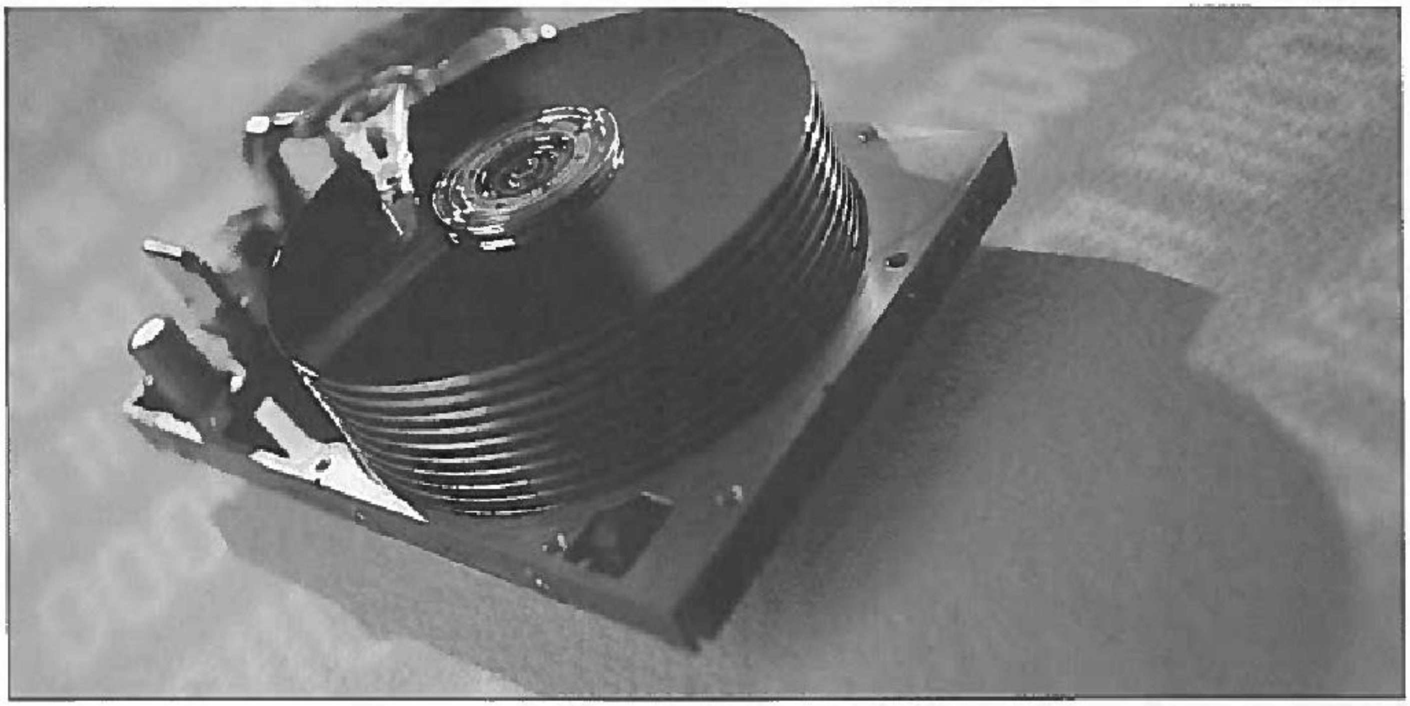
Pertinent data exist within multiple security domains, e.g., sensitive compartmented, collateral, law enforcement and coalition sources. The challenge is to protect the respective information domains while simultaneously providing instant opportunities to share source data through smart push-and-pull capabilities, tagging mechanisms and linking schema. Modernizing the existing information technology (IT) infrastructure and developing IT technologies that specifically support collection will be essential to achieving this goal and meeting customer needs.

The program is focused on accelerating the availability of real-time HUMINT by way of advanced information technologies. That is, field collectors in tactical or operational environments will be able to instantly transmit digitized, geo-referenced, eXtensible markup language (XML) tagged data to the DH enterprise environment for indexing and retrieval. At the same time, Trusted Wisdom will allow the desk officers to collaborate directly with the field collector and analysts. Transformation will be achieved through this combination of human, policy, process, information and network connectivity (top secret, secret and unclassified//for official use only).

Trusted Wisdom is a combination solution set that features the integration of transformational HUMINT business processes, hardware and software products as well as the human element, fully leveraging commercial technology. Its efforts are aligned with the agency's vision to support the integration of highly skilled intelligence professionals with leading edge technology to discover information and create knowledge that provides warning, identifies opportunities and delivers overwhelming advantage to our warfighters, defense planners and defense and national security policy-makers.

Functional Process Transformation. To provide this leveraged improvement, Trusted Wisdom is partnering with the services, other intelligence community and DoD elements and U.S. government agencies, to develop cooperative and innovative strategies for future intelligence capabilities. Capabilities and technologies under development are consistent with the DIA Strategic Plan that identifies goals and objectives for how the agency will meet future threats, incorporate state-of-the-art

> **Trusted Wisdom represents an information environment for the intelligence mission. In developing this program, DIA is combining XML tagging, indexing, collaboration, security, portal technology and communications that will transform the organization by dramatically changing current business processes and practices.**



technologies, best business processes and shifts in the collection-analysis dissemination paradigms.

Hardware. Integrating fixed and mobile computing and communications devices will significantly increase the flexibility and agility of DH, which works 24/7, to provide the information its worldwide customers seek. Trusted Wisdom participates in DoD horizontal fusion and was actively engaged in the Quantum Leap II exercise held in August, to ensure the integration and interoperability of technologies to support joint warfighting.

Software. Trusted Wisdom includes an integrated suite of enhanced commercial software to deliver process and technology transformation. The enterprise portal serves as the venue for aggregated, filtered and user-specific information presentation. The mobile devices complement the portal by providing a real-time environment for information sharing, production and collaboration.

Information. Trusted Wisdom utilizes XML as the facilitator of data movement between the mobile devices and the portal. XML middleware uses either pretagged data or relies on real-time tagging as content is created. On the mobile devices, an XML-based form-centric user interface mirrors existing reporting formats to facilitate user adoption and accelerate transformation.

Security. Accredited security solutions are being integrated into the Trusted Wisdom architecture to ensure confidentiality, integrity and auditability.

Human element. Human factors have a significant impact on the ability of an organization to collaborate and share information in a virtual environment.

Superior technology has been a force multiplier to the U.S. warfighter in all recent operations, and similarly, information technologies are a force multiplier if implemented properly for HUMINT operations. The outlook for Trusted Wisdom is promising as partnerships are strengthened within DIA, and combatant commands and service intelligence components play a more active role in the articulation of user needs. Achieving an information state that enables revolutionary change in the IC will not be easy. And given the wide variety of data types (spatial, textual, temporal and parametric) and massive stores of legacy data, there is unlikely to be a "one size fits all" solution.

New Entry-Level Training Program Kicks Off

The JMITC Launches a New Training Program for DIAs New, Entry-Level Employees

By Susan K. Luce, TE

It's new, it's exciting and it's only the beginning! In July, the Joint Military Intelligence Training Center (JMITC) launched the first developmental iteration of a training program for new, entry-level employees.

You may have heard of training for intelligence professionals, cohort training or even sequential training, but it's all the same: eight weeks of classes combined into one program so new employees can receive much of the fundamental training early in their career.

Twenty employees hired in June, GG-09 through GG-12, were selected to participate in the first cohort class. The program begins with DIA 101, An Orientation to DIA, and is immediately followed by courses in team building, military operations, analysis, collection, computer systems and analytic writing. Students complete their program with a hands-on laboratory experience that applies the tools they've learned to real-world analytic problems. Each month, up to 40 new hires in entry-level positions will begin a similar program.

But wait...there's more! Contractors and government instructors are developing a completely new program for new hires that is expected for delivery in the spring.

Based on requirements generated by senior analysts in February and March, and feedback from sequential training participants, instructional systems designers are developing a more comprehensive training program. This program will cover the history, mission and values of DIA, and provide a solid foundation in the intelligence tradecraft. The new program will integrate analysis, collection, systems and staff officer skills into a modular program that will provide the fundamentals to all new hires. The courses will be full of real-world examples, and provide many opportunities for students to practice their job skills in a training environment.

SAMPLE COURSE SCHEDULE

- DIA 101
- Fly like an Eagle Seminar
- National Intelligence Course
- Introduction to Military Operations
- Intelligence Analysis Course
- Analytic Writing
- WISE
- COLISEUM
- INTELINK Overview
- Vulnerabilities of an Intelligence Officer
- Open Source Research
- Intelligence Collections Course
- Practical Analysis Lab (nights!)
- Graduation

But, what about follow-on training for more experienced members of DIA? There are new courses coming your way! The JMITC has just completed a needs assessment for mid- and senior-level collections training for analysts. An analytic writing course was implemented for intelligence producers, and courses are on-line in the Joint Intelligence Virtual University (JIVU) on specific topics such as counterterrorism analysis, asymmetric warfare, battle damage assessment and security. Many other on-line classes are under development, so check JIVU regularly for new courses.

The development of new, innovative and relevant training programs for DIA employees is moving forward at a fast pace. The JMITC looks forward to your ideas and feedback on any training that will make you better prepared for your career at DIA. You can contact the School of Analytic Arts and Sciences at 202-231-8288 to offer ideas or receive more information.

photo by Murray Milton

Graduates of DIAs first sequential training class celebrate the conclusion of the eight week program in a ceremony hosted by Vice Adm. L. E. Jacoby September 17.

DIA Support to Congress

DXC Serves as the Conduit Between DIA and Legislative Branch of Government

By Stephen C. Haaga, DX

Since the 1970's, Congress has upheld its responsibility for oversight of all intelligence activities, to include providing authorization and funding for DIA operations and activities. DIA's Office for Congressional Affairs (DXC) supports that responsibility through daily contact and personal interaction with congressional members and staffers.

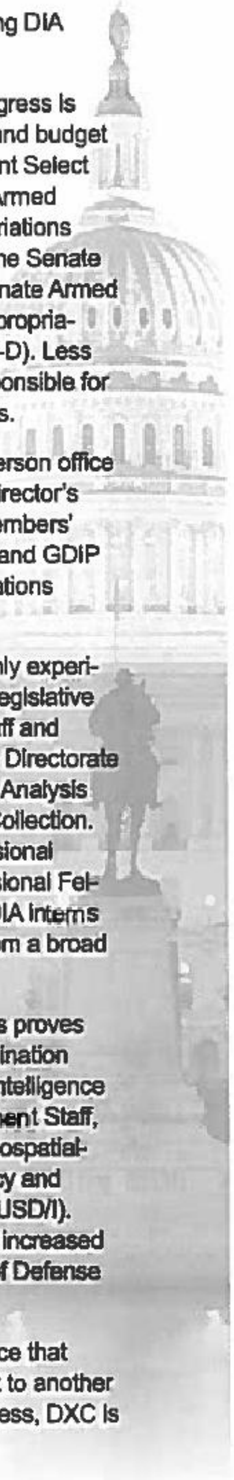
Located within the Directorate for External Relations, DXC serves as the agency's focal point for interaction with the U.S. Congress, on behalf of DIA Director Vice Adm. L.E. Jacoby. DXC advises and assists DIA and the General Defense Intelligence Program (GDIP) community in developing and maintaining a constructive relationship with Congress.

DXC coordinates all contact with members of Congress, to include all congressional oversight and appropriations committees, and their staffs. The office also coordinates and tracks congressional actions cited in legislation, and provides critical analysis of legislative reports and actions. Most importantly, DXC provides DIA with a "sense of the Congress" by remaining actively engaged with members and staffers on the variety of issues involving GDIP/DIA.

Most recently, DXC has been involved with several high profile events to include: DIA support to the preparation, review and declassification of the Senate Intelligence Committee's Pre War Intelligence on Iraq report; coordination and facilitation of queries by the 9/11 Commission; and preparing the director and other DIA personnel for politically intense Congressional hearings on Operation Iraqi Freedom, Operation Enduring Freedom, the value of prisoner interrogations in the war on terrorism and the hunt for weapons of mass destruction in Iraq.

Each week, the office has the unique opportunity to showcase DIA's intelligence collection and analysis before the Senate Intelligence Committee during a meeting with members titled, "Hot Spots." At each meeting, an average of 14 of 17 senators attend, which equate to 14 percent of the Senate, that span a wide variety of topics, to include: weekly terrorism assessments, POW/MIA issues such as the fate of U.S. Navy Capt. Scott Speicher and security updates on Iraq and Afghanistan.

Additionally, DXC coordinates DIA involvement with Congress's investigatory arm, the newly renamed Government Accountability Office (formerly known as the General Accounting Office). GAO conducts investigatory research projects proposed by a member of Congress on a wide range of topics, with as many as a dozen involving DIA each year.



The vast majority of DIA's interaction with Congress is conducted through six oversight (authorization) and budget (appropriation) committees: the House Permanent Select Committee on Intelligence (HPSCI), the House Armed Services Committee (HASC), the House Appropriations Committee (Defense Subcommittee) (HAC-D), the Senate Select Committee on Intelligence (SSCI), the Senate Armed Services Committee (SASC) and the Senate Appropriations Committee (Defense Subcommittee) (SAC-D). Less frequent interaction occurs with committees responsible for homeland security and government reform/affairs.

Under Kathleen Turner's leadership, this 12-person office touches on all facets of DIA activities, from the director's annual testimony on the world wide threat, to members' constituent inquiries, to shepherding critical DIA and GDIP priorities through the authorization and appropriations process.

The DXC office supports Congress with a highly experienced team of senior congressional affairs and legislative liaison experts, consisting of both permanent staff and augmentees from other directorates such as the Directorate for Information Management, the Directorate for Analysis and the Directorate for MASINT and Technical Collection. DXC is further augmented by returning congressional fellows, usually one annually, from the Congressional Fellowship program and enthusiastically receives DIA interns as a venue for potential new-hires to see DIA from a broad perspective.

This unique and energetic mix of professionals proves to be indispensable given DXC's constant coordination both within DIA and with other members of the intelligence community to include: the Community Management Staff, the Central Intelligence Agency, the National Geospatial-Intelligence Agency, the National Security Agency and the Undersecretary of Defense for Intelligence (USD/I). The creation of USD/I in 2003 brought about an increased requirement of coordination for all Department of Defense – including DIA – interaction with Congress.

At the end of the day, DXC is the only DIA office that supports a customer not only outside the IC, but to another branch of our government. If it deals with Congress, DXC is involved!

Political Activities and the DIA Employee

As Government Employees, we are Subject to Rules that Limit Participation in Political Activities

By Cyrus N. Pyun, GC

Especially during an election year, DIA employees may question the extent to which they may participate in the political process. As government employees, we are subject to rules that limit our participation in political activities (Hatch Act for civilian employees and DoD directive for military personnel).

Election
Day
November
2nd
IT'S
YOUR RIGHT
AND YOUR
DUTY TO
VOTE

Understanding the "Do's and Don'ts" of these rules will allow you to maximize your participation in the political process and avoid conflicts of interests with your official duties.

DIA military and civilian employees can be active players in the political world. Employees are not discouraged from political participation; however, participation must be within the boundaries of the Hatch Act and applicable DoD directives.

DIA encourages everyone (military, dependents and civilian personnel) to register to vote. Voting assistance representatives will be conveniently located at the DIAC, Pentagon and Clarendon to assist and answer questions pertaining to the completion of the Federal Post Card Application (FPCA, SF-76)/request for an absentee ballot for specific categorized personnel.

Civilians residing locally may register to vote at their local Department of Motor Vehicle Administration, post office or library. Voter registration applications may also be found at www.fvap.gov. Civilians employed out of their state of residency must contact their local official for the protocol for filing an absentee ballot.

For more information pertaining to the Hatch Act, contact Nancy O'Hanlon, Office of General Counsel at 703-697-3945. For information pertaining to voting assistance, contact Capt. Deidre Hooper, Reserve Management Office, at 202-231-8134.

REMEMBER,
IT'S YOUR FUTURE;
VOTE FOR IT!!!!

“DO’s & Don’ts”

Civilian Employees:

✓ Employees may register and vote as they choose.

✓ Employees may not participate in political activities while on duty, in a government office or building, or using a government vehicle.

✓ Employees may not use their official authority or influence to interfere with or affect the result of an election

✓ Employees may not be candidates for public office in partisan elections.

✓ Employees may not take an active part in a political campaign.

✓ Employees may not participate in political fundraising activities.

✓ Employees may not serve as officers of a political party or partisan group.

✓ Employees may not address political conventions, caucuses or rallies if done in concert with a candidate, political party or partisan group.

✓ Employees may not distribute campaign literature in concert with a candidate, political party or partisan group but may express their individual opinions about candidates and political issues.

✓ Employees may not provide volunteer services to a political campaign.

✓ Employees may not drive voters to a polling place for a candidate, political party or partisan group.

✓ Employees may not use work e-mail to send messages to a high number of people with whom they have a minimal relationship for encouraging recipients to support or oppose a candidate, political party or partisan group, but they may use work e-mail to discuss political subjects in a manner similar to “water-cooler” conversations.

Military Employees:

✓ Employees may register, vote and express their personal opinions, but not as representatives of the armed forces.

✓ Employees may make monetary contributions to a political organization, party or committee subject to the certain limitations.

✓ Employees may join political clubs and attend political meetings as spectators when not in uniform.

✓ Employees may sign petitions as private citizens.

✓ Employees may display political bumper stickers on their private vehicles.

✓ Employees may not use official authority to influence or interfere in an election, affect an election, solicit votes or require/solicit political contributions from others.

✓ Employees may not participate in partisan political management, campaigns or conventions, or make public speeches in the course thereof.

✓ Employees may not make campaign contributions to military members or federal civilian employees in order to promote a political objective/cause.

✓ Employees may not serve as sponsors of partisan political clubs.

✓ Employees may not speak before partisan gatherings to promote a political party or partisan candidate.

✓ Employees may not participate as advocates of a political party or partisan candidate.

✓ Employees may not conduct activities for a partisan political group or partisan candidate.

✓ Employees may not display large political signs, banners or posters on private vehicles.

✓ Employees may not transport voters for a political party or partisan candidate.

✓ Employees may not attend partisan political events as official military representatives.

✓ Employees may not be candidates for civil office, with limited exceptions.

Demographic Access for DH

The eZHR PMO Announces the Arrival of a New HR Web Tool on HOCNet

By Debra F. Bearman, DA

eZHR provides DIA civilian and military members the ability to view their personal DIA employment records online. However, since eZHR is hosted on the sensitive compartmented information (SCI) network, many employees in the Directorate for Human Intelligence (DH) have been unable to access eZHR because they have access only to the HUMINT operational communications network (HOCNet). In early September, this all changed!

The eZHR Program Management Office is pleased to announce the creation of a new web tool: Demographic Access for DH (DAD). Launched on HOCNet, DAD provides all DH civilian and military employees an online view of portions of their personal DIA employment records. The application is currently available for DH civilian employees. DH military employees can view their DIA personnel data in DAD beginning Sept. 30.

Employees will navigate to data by using menus similar to those found in eZHR: accomplishments, administrative records, personnel transactions, position information and training. Information is read-only and will be refreshed from eZHR and other personnel databases on a bi-weekly basis for civilian employees and monthly for military personnel.

What does this mean to you?

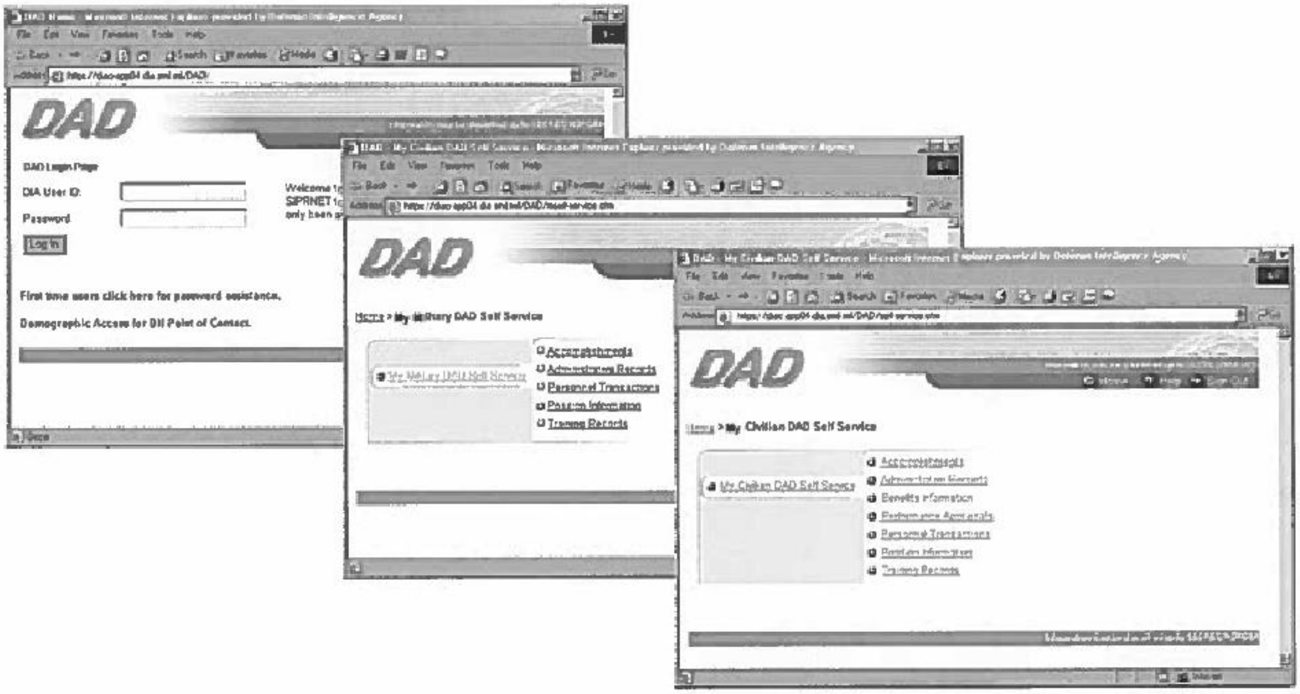
DH civilian employees can view their most recent health insurance, life insurance and retirement benefit transactions, official emergency contacts, pay information, rating chain, official DIA position description and current organization information.

DH military employees will be able to view their basic service information, civilian education, military training, DIA evaluation history and current assignment information.

All DH employees will be able to view their DIA personnel transactions, honors and awards, training summary, personal contact information, foreign language proficiency and temporary duty deployment information.

While DAD can be accessed by all DH employees, personnel who have access to DIA's SCI network should continue to view and update their personnel records in eZHR.

DH employees can find DAD from the DIA Homepage on HOCNet. Click on the link called eZHR Forms/DAD.


DAD
DAD Login Page
DIA User ID:
Password
Log In
First time users click here for password assistance.
Demographic Access for DH Point of Contact.
DAD
Home > My Military DAD Self Service
My Military DAD Self Service
Accomplishments
Administrative Records
Personnel Transactions
Position Information
Training Records
DAD
Home > My Civilian DAD Self Service
My Civilian DAD Self Service
Accomplishments
Administrative Records
Benefits Information
Performance Appraisals
Personnel Transactions
Position Information
Training Records

Marketing MASINT

DT is Focused on Communicating MASINT Capabilities to its Customers

By Laura L. Sifuentes, DT

Since its inception in March 2003, the Directorate for MASINT and Technical Collection (DT) has focused on getting the word out about measurement and signature intelligence (MASINT) to its customers, the warfighters, policy-makers and analysts throughout the intelligence community.

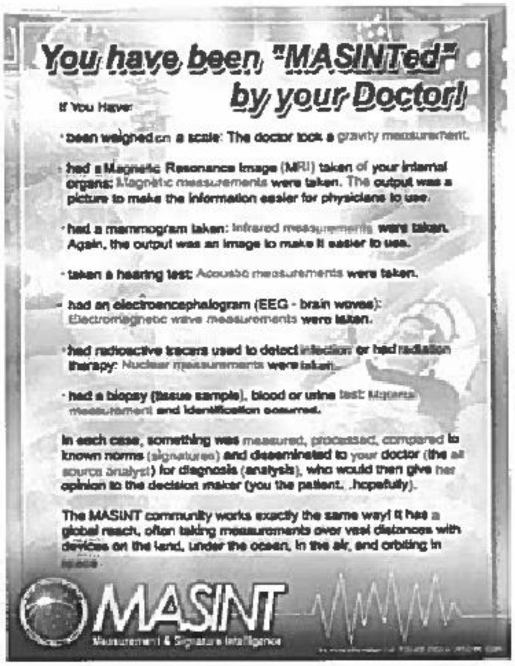
It has generated various initiatives that showcase the MASINT story. Communications is the hallmark of an efficient organization, and DT is focusing on alternative ways to disperse information about MASINT and its six sub-disciplines: radar, radio frequency, geophysical, electro-optical, nuclear radiation and materials.

DT has restructured its Web site and is tailoring the content to convey information that is relevant to its customers. With a graphic designer on hand, DT is able to produce marketing collaterals that assist the directorate in showcasing its MASINT capabilities. The Web site also provides access to the many graphic images that represent the DT missions.

Getting the word out about MASINT is important not only internally, but externally too. By participating in as many forums, conferences and gatherings, MASINT attempts to reach out to those who would benefit from its information and services.

DT's outreach efforts in the past have included hosting MASINT Days for the National Intelligence Council and the Civil Applications Committee. Future plans include MASINT Days for the Directorate for Analysis, and customers within the State Department and the Department of Energy. Creating partnerships with other agencies such as the Department of Homeland Security (DHS) and the National Geospatial-Intelligence Agency (NGA) is another goal. Through combining assets and resources that streamline the objectives of different agencies that have parallel missions, long-term collaborative efforts will be built.

DT has begun a series of technology round tables with DHS and holds quarterly MASINT technical interchange meetings with agencies such as the NGA. Coalition building with the private sector, academia and government labs is underway through the National Consortium for MASINT Research. DT will leverage basic research among its consortium partners to enhance future MASINT technologies.



You have been "MASINTed" by your Doctor!

If You Have:

- been weighed on a scale: The doctor took a gravity measurement.
- had a Magnetic Resonance Image (MRI) taken of your internal organs: Magnetic measurements were taken. The output was a picture to make the information easier for physicians to use.
- had a mammogram taken: Infrared measurements were taken. Again, the output was an image to make it easier to use.
- taken a hearing test: Acoustic measurements were taken.
- had an electroencephalogram (EEG - brain waves): Electromagnetic wave measurements were taken.
- had radioactive tracers used to detect infection or had radiation therapy: Nuclear measurements were taken.
- had a biopsy (tissue sample), blood or urine test: Signature measurement and identification occurred.

In each case, something was measured, processed, compared to known norms (signatures) and disseminated to your doctor (the all source analyst) for diagnosis (analysis), who would then give her opinion to the decision maker (you the patient...hopefully).

The MASINT community works exactly the same way! It has a global reach, often taking measurements over vast distances with devices on the land, under the ocean, in the air, and orbiting in space.

DT is also involved in outreach activities with the general public. In May, DT participated in Public Service Recognition Week (PSRW), an event held annually on the National Mall. DT also participated in the Blacks in Government (BIG) National Training Conference in August to recruit potential talent for the directorate! Both examples display the many ways DT actively markets MASINT.

Of course communications is a two-way process and simply conveying the information is only half of the equation. Customer feedback is a useful tool to tailor the information provided to the clients to meet their needs. It is with that intention that DT will be developing several mechanisms to capture customer requirements and satisfaction. One method is to develop feedback tools, via the DT Web site and the MASINT portal, where the customer can interactively convey suggestions and comments. This will be implemented in the near future.

MASINT's day has finally arrived, due to the fact that it is the fastest growing intelligence discipline, yet it remains the least understood of all the INTs. DT is working hard to educate analysts and customers about MASINT.

For more information on MASINT and its products, contact Sallie Mullen at 703-907-1696 (unclassified) or visit the DT Web site: http://dt.dia.ic.gov/main/default.htm.

Investing in the Future

In inside Look at DIA's Participation in Senior Service and Command and Staff Colleges

By Robert C. Stacy, TE

The statements by three of DIA's returning graduates (see text box below) capture the essence of how DIA benefits from sending its promising employees to the various 10-month programs offered by the National Defense University, the senior service and command and staff colleges and the Inter-American Defense College. The programs allow participants to both deepen and broaden their areas of expertise, as well as to establish life-long relationships with the future leaders of the military services.

In June, 11 DIA graduates of these programs returned to the agency with a broader understanding of how the national security structure works, a heightened appreciation of the needs of the warfighting commands in the planning and policy-making process, how the military/civilian leaders operate to support our national security objectives and an expanded knowledge of current Western Hemisphere strategic security issues.

Supporting the Warfighter

At DIA, there is keen competition for the limited quotas to the schools. Each directorate screens the applications of interested, eligible DIA civilians and forwards the applications of their nominees to a central agency panel, the Training and Education Committee (TEC). Each September, the TEC conducts interviews with the nominated candidates and forwards its recommendations to the chief training officer for final approval.

Along with the DIA attendees becoming students at the various schools, they must serve as DIA representatives to their classmates, many of whom are the future leaders of our armed services. In preparation for this role, the Training Executive Directorate (TE) provides outgoing students a day of conceptual briefings by the leadership of the various DIA components on defense transformation, where the agency stands today on supporting key customers and how it is evolving along with the unique capabilities that DIA brings to the table. TE also sponsors an informal gathering in July, at which time those returning from the schools can exchange information about their academic experience with the students who are departing.

The War College Experience

DIA participants return to DIA from their academic experience with a renewed excitement for the work performed at DIA in support of the national decision making process and the forces afield. During their course of

> *Everyone said the war colleges would be a great year during which we would have a tremendous opportunity to learn about, and with, our compatriots in the Department of Defense, and the unique contributions each service or agency makes. Everyone was right.*
>
> \- Mary Quinn, Naval War College, 2004 Graduate
>
> *The ability of the Industrial College of the Armed Forces to get distinguished speakers in a candid non-attribution environment is unparalleled. Speakers were senior leaders from all segments of industry and governments throughout the world, including the president of the United States, ambassadors, combatant commanders, the joint chiefs and supreme court justices. The course of studies is tough and very demanding of your time and writing skills. There is no time to improve your golf handicap, but the rewards are clearly evident: a master's degree in national resource strategy and an in-depth understanding of the national and global challenges confronting our nation.*
>
> \- Mike Shaffer, Industrial College of the Armed Forces, 2004 Graduate
>
> *My experience at the U.S. Army War College was exceptional in that it provided me an opportunity to learn about the inner workings of the U.S. Army, the other services, the joint arena, as well as perspectives from the international students who also attended. … The curriculum focused on preparing students to be strategic leaders. … As a civilian from the intelligence community, I brought a lot of practical experience and knowledge to the seminar, and my perspectives and work experience were greatly appreciated by my fellow students.*
>
> \- Robert Estrada, Army War College, 2004 Graduate

DIA Graduates

NATIONAL WAR COLLEGE
Dan Gottlieb, DI
Fred Lees, DI

INDUSTRIAL COLLEGE OF THE ARMED FORCES
Mike Shaffer, DS

ARMY WAR COLLEGE
Robert Estrada, DA

AIR COMMAND & STAFF
Tony Zorotrain, DH

NAVAL WAR COLLEGE
Naval Warfare
Mary Quinn, J2

Jeff Baker, DH (DLAMP)

Naval Command and Staff
Cynan Benedikt, DH

MARINE CORPS COMMAND AND STAFF
Gary Nelson, J2

INTER-AMERICAN DEFENSE COLLEGE
Alex Diaz-Molina, DI

Outgoing Students

Selected in September 2003, DIA nominees departed in July/August 2004 as follows:

NATIONAL WAR COLLEGE
Richard Baffa, DI
David Becker, DH
Thomas Tomaszewski, DH

Martin Gorman, DI (DLAMP)
Melissa L'Huillier, DI (DLAMP)

INDUSTRIAL COLLEGE OF THE ARMED FORCES
Tom Donnelly, DT
Lawrence Mangin, FE-2

AIR WAR COLLEGE
William Desautels, DH

NAVAL WAR COLLEGE
Naval Warfare
Gary Greco, J2

Naval Command and Staff
Michael Gunshinan, DH

MARINE CORPS COMMAND AND STAFF
Marc Crain, DA
Ryan Long, J2

INTER-AMERICAN DEFENSE COLLEGE
Mayra Wohnig, DI

study, students are encouraged to study areas outside their own expertise. Students also produce a number of briefings, congressional testimony, military plans and thesis-level papers.

The student class structure is principally one of "seminars," which consist of groups of 15-20 classmates. A strong bond develops within seminar groups that endures throughout the members' professional careers. The synergy among members of this group allows cross-fertilization across areas of expertise. Each school complements the basic core curriculum with electives and a robust distinguished lecture series.

DLAMP

The Defense Leadership and Management Program (DLAMP) provides DIA the opportunity to nominate additional participants to attend the National War College; the Industrial College of the Armed Forces; and the Army, Naval and Air War Colleges. Once in the DLAMP, individuals compete for DLAMP-held slots to the schools. Cindy Sabo is available to answer questions on this program. She can be reached at 202-231-3952.

Growth of the DIA Full-Time Study Program

DIA expanded its participation in the various senior service/command and staff college programs to include Marine Corps Command & Staff College and Army Command and General Staff College. This allows DIA members to interface with their uniformed customers at the full complement of service schools, both at the senior and intermediate levels. Although DIA does not hold a quota to the Marine Corps War College, it can nominate DIA's DLAMP participants for a DLAMP quota. The Marine Corps War College is located in Quantico, Va.

Applications to all schools are listed in the overall Training Opportunity Announcement (TOA) for senior service and command and staff colleges. TE encourages DIA employees who are interested in attending any of these programs to contact a returning graduate to discuss the great rewards and benefits these programs offer.

For information on these and many other competitive training and development opportunities, contact Robert Stacy at the DIA School for Leadership and Professional Development, 202-231-4227.

DoDIIS Worldwide Conference 2004

The Technology for Intelligence Transformation II Conference Attracts Government and Industry Personnel

By Bruce R. Shelton, ANSER

The annual Department of Defense Intelligence Information System (DoDIIS) Worldwide Conference hosted by Mike Pflueger, DIA's deputy director for Information Management and Chief Information Officer (DS), and the General Defense Intelligence Program chief information officer (GDIP CIO). Held in San Francisco, May 3-6, this year's conference attracted more than 1,200 government, military and industry/contractor personnel - a new record for DoDIIS Worldwide Conference attendance!

On the opening day of the conference, Vice Adm. L. E. Jacoby, DIA director, provided the keynote presentation, stressing the need to have a revolution in intelligence affairs (RIA). "Horizontal integration is essential for the RIA to achieve precise, adaptable and persistent data collection; organize data more effectively to derive information; and provide information in proper context to impart knowledge to decision makers," he said.

Other opening day speakers included Robert Myhill, a professional staff member of the House Permanent Select Committee on Intelligence (HPSCI); Bran Ferren, the chief executive officer (CEO) of Applied Minds, the company renovating the DIAC 7th floor into a state-of-the-art intelligence center; and Pflueger.

Myhill provided unique insight into the processes and procedures of Congress and committees that support it. He was followed by Ferren who challenged the audience to discard the old structured methods of the intelligence community and begin thinking outside of the box. Batting clean-up, Pflueger offered his vision of building and operating a worldwide architecture with global access to applications, data and services that provides timely solutions to intelligence requirements. Capping off the morning presentations, Jacoby, Myhill, Ferren and Pflueger engaged in a panel discussion, answering a myriad of questions from the audience.

The following three days of the conference featured Under Secretary of Defense for Intelligence (Preparation and Warning) (USD (I) P&W) Thomas Behling, and numerous senior speakers from industry, including five CEO's of information technology companies directly supporting the intelligence community.

These CEO's included Marc Andreessen, Opsware; Gilman Louie, In-Q-Tel; Dan Warmenhoven, Network Appliance; and Scott McNealy, Sun Microsystems. Behling provided senior Defense Department insight into the new office of the USD (I) and their vision for horizontal integration of our intelligence activities. The second and third morning sessions also concluded with speaker panels, which proved to be very popular with the attendees and the speakers.

During the afternoons, the attendees participated in a variety of breakout sessions on information management and infrastructure topics that expanded upon the information from the morning sessions and provided the detailed interchanges that have become inherent in the DoDIIS Worldwide Conference. Attendees also visited the Technology Expo, where they interacted with more than 75 vendors showcasing existing or emerging technology which has been deployed or that show promise for future deployment within the DoD intelligence community.

All conference briefings are posted on the DoDIIS homepage at http://www.dia.ic.gov/proj/dodiis/conferences/wwc2004/.

DoDIIS
Worldwide Conference 2004
Technology for Intelligence Transformation II

DoDIIS Worldwide Conference panelists (L-R) CEO of Applied Minds Bran Ferren, DS and GDIP CIO Mike Pflueger, DIA Director Vice. Adm. L.E. Jacoby and HPSCI staff member Robert Myhill, field questions from the audience.

DIA Dining Out

Top 3 Association Sponsored the Third Annual Event to Recognize the Contributions of DIA's Workforce

By Master Sgt. Anthony L. Liberta, USA, DI

DIA hosted its third annual Dining Out, held at the Bolling Air Force Base Officers' Club on July 23. More than 180 military members, civilian employees, contractors, retirees, family members and friends attended the event, to recognize the contributions of DIA's military and civilian workforce.

In keeping with the traditions of the military Dining Out, and adapting it to the uniqueness of the DIA environment with the increased deployment demands being placed on its military and civilian personnel, the DIA Top-3 Association focused the Dining Out theme on "DIA Supporting the Warfighter."

The Top-3 Association received tremendous support from civilian supervisors and senior military personnel who sponsored more than 50 tickets for DIA's junior enlisted military and entry-level civilian employees. This attributed to the success of the Dining Out by diversifying the attendees that depicts the composition of the DIA workforce.

DIA Senior Enlisted Advisor Command Sgt. Maj. Terence R. McConnell, narrator Sgt. 1st Class Juan R. Harris, Mister Vice Master Sgt. Sylvester W. Pritchard and Madam Vice Petty Officer 2nd Class Alissa M. Blais did an outstanding job involving the guests in numerous ceremonies such as: the formal toasts honoring the commander in chief, Her Majesty Queen Elizabeth and the armed forces of the United States; the prisoners of war and missing in action (POW/MIA) ceremony; a toast in silence honoring our fallen comrades and POW/MIA; posting and retiring the colors; and last but not least, the grog bowl ceremony, an alcoholic and non-alcoholic punch with ingredients left to the imagination and purpose used as a means to "punish" guests who commit infractions, such as asking questions without permission and leaving the mess without permission.

Vice Adm. L.E. Jacoby emphasized the importance of maintaining military traditions, how perseverance is necessary to confront and resolve global issues and reiterated the importance of DIA in supporting the warfighter in defense of our country. He reminded guests of the men and women deployed around the world sacrificing so much for the war on terrorism, including more than 3,000 DIA personnel in Afghanistan and Iraq since Sept. 11, 2001, and the 200 personnel currently supporting Operation Iraqi Freedom. He reflected on how the world has changed from the Cold War to the war on terrorism, and how DIA has begun to establish working relationships with former Warsaw Pact nations that have just been accepted into NATO.

The director discussed his trip to Baghdad to visit deployed DIA personnel and found that they were true professionals performing in the face of adversity. "Everyday I walk into my office knowing one thing: no matter what the day brings, someone on the DIA team will step forward and get the job done," he said. He reminded the audience that when we honor those who go or have gone into harm's way, we need to honor our own.

The DIA Dining Out would not have been a success if not for the hard work by the following individuals: Staff Sgt. Stephanie Younger and the DIA Color Guard consisting of Spc. Julian D. Spottedbear, Staff Sgt. Scott R. Nicholas, Petty Officer 2nd Class Lakesha Jobe and Staff Sgt. James Sewell; our National Anthem singers Master Sgt. Darryl E. Parish and 1st Lt. Abigail M. Taylor; and our Dining Out committee consisting of Master Sgt. Robert Hodges, John A. Schleigh, Senior Master Sgt. Noel Concepcion, Petty Officer 2nd Class Alissa Blais, Master Sgt. Kelly Doll, Chief Petty Officer Kenneth Edwards, Sgt. 1st Class Jodi Gaston, Spc. Miguel Marquez, Senior Master Sgt. Lani J. Palmer, Senior Master Sgt. Andrea Moodie, Master Sgt. Bud Pritchard, Tech. Sgt. Kevin Ryder, Chief Petty Officer Cedric Sims, Master Sgt. Rodney Teixeira, Sgt. 1st Class Sheila S. Quashie, Senior Master Sgt. Victor G. Elhordoymuniz, Sgt. 1st Class Catherine Thomas, Chief Petty Officer Linda R. Waldenmaier, Sgt. 1st Class Juan R. Harris, Staff Sgt. Danita Y. Anderson and Master Sgt. Lynda Wade.

SPECIAL

D-Day 60th Anniversary Commemoration

An Air Force Reservist Describes Her Personal Journey to Support the 60th Anniversary of D-Day

By Maj. Kathryn A. Boudreau, USAFR, DH

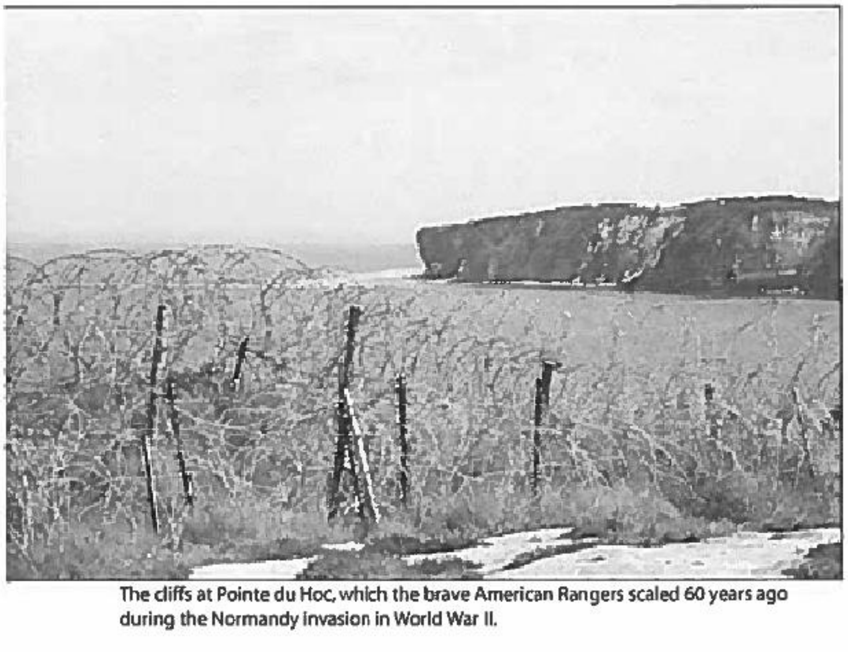
The World War II generation has always held a special place in my heart. Both my parents were Naval officers during the war; my mother a Navy nurse on a hospital ship in the Pacific and my father a Naval aviator. Their stories, coupled with others I had heard as a child, had always made the members of "The Greatest Generation" seem larger than life. So for me, an Air Force Reserve officer in DIA's Directorate for Human Intelligence, the opportunity to support and honor these now aging veterans for the 60th anniversary of D-Day was an event of both professional and personal significance.

Although a Russian speaker assigned to the Russia/Eurasia Division, my early language training was in French, having both lived in France and majored in French at university. Needing to perform my two-week annual reserve tour and understanding that French speakers were sorely needed for the commemoration, my division chief approved my proposal to support Defense Attaché Office (DAO) Paris vice DAO Moscow or other attaché offices in his area.

About a week before my departure, I received word from DAO Paris that I would be spending a major portion of the two weeks in Deauville on the Normandy coast, with one of my main tasks being to provide French language support to the 1/214th Aviation Regiment, an Army VIP airlift unit consisting of UH-60 Blackhawks and C-12 aircraft.

One small detail that was extremely vital to learn was that we would live in field conditions as there were no hotel rooms available in Normandy during that period. Uniform for me was battle dress uniform vice class A's. So much for my colleagues' perception that I would be strolling the Champs d'Elysée and munching on croissants! However, the honor of living and working with the outstanding soldiers and officers of the 1/214th was one of the many highlights of the experience. And given the reason we were there and the sacrifices made by those thousands of soldiers 60 years ago, it was a small price to pay.

I arrived in Deauville by train from Paris in the early afternoon of June 1, and took a taxi to the Deauville Airport where the 1/214th was bivouacked. Entering the small temporary building that housed the S-1 and S-4, I was immediately given my first mission. It seemed that the unit's water supply and sanitation facilities were having problems, and while various French contractors were working both issues, no one in the unit could understand what they were saying. Quickly remembering the word for "sewer" (égout), I headed outside to see what was up. After several hours in the rain, the unit's flight surgeon and I were able to report that all was well.


The cliffs at Pointe du Hoc, which the brave American Rangers scaled 60 years ago during the Normandy invasion in World War II.

Over the next several days, I began working with the local French authorities in preparation for what would become another "invasion" — this time at the quiet little Deauville Airport. Beginning June 4, U.S. military aircraft transporting VIP's would begin arriving to include the secretary of the army; chairman of the joint chiefs of staff; Air Force chief of staff; Army chief of staff; supreme allied commander, Europe; and commandant, U.S. Coast Guard.

From a security standpoint, their arrivals and departures were complicated by the fact that seven heads of state would also be transiting Deauville Airport, to include Russian President Vladimir Putin, Queen Elizabeth II and Canadian Prime Minister Paul Martin.

I was the interpreter for the daily force protection meeting that was held with the 1/214th S-2, the commander of the local Gendarmerie and the commander of a French paratroop unit that was tasked with providing the security checks of all the U.S. vehicles for the delegations. In light of the heightened security concerns, the coordination and exchange of information resulting from these daily meetings were vital.

With the Blackhawks positioned in a grassy field off the tarmac and a daily stream of local French civilians gathering on an observation deck to watch their take-offs and landings, concerns were expressed regarding security. The Gendarmerie commander noted that these civilians were family members of the airport employees and were known to his people. He explained that their presence was a testament of the emotion and gratitude felt by the people of Normandy toward the United States, even after 60 years.

In addition to providing language support to the 1/214th, I also served as the Air Force liaison for all U.S. MilAir transiting Deauville, ensuring that fuel, maintenance, French customs and other issues were handled expeditiously. The hours leading up to the June 6 commemoration were filled with the noise of jet engines and helicopters, vehicle convoys picking up and dropping off the numerous dignitaries. To an outsider it might have looked like a blur of activity, but I viewed it as well-choreographed ballet of professionals doing what they do best. Their professionalism and training were the glue that held this huge operation together.

During an 8-day period, Deauville Airport witnessed more than 150 take-offs and landings of U.S. military aircraft. This high ops tempo at Deauville was only a small part of the larger operation. During the same period, DAO Paris tracked more than 400 U.S. MilAir take offs and landings in Paris and throughout Normandy, all related to the commemoration.

A final Blackhawk flight on June 7 was a vivid reminder of why we were in Normandy these 60 years later. I was privileged to be on that flight. As we flew up the coast over the famous hedgerows of Normandy, the Pegasus Bridge and on toward Utah Beach, every one in the helicopter fell silent. The enormity of the task faced by the invasion force was very clear from the air, with the giant sunken Mulberry Harbors a testament to the sheer size of the endeavor.

Air Force Reserve Maj. Kathryn Bourdreau in a memorable Blackhawk flight up the coast of Normandy.

The cliffs at Pointe du Hoc, which the American Rangers had scaled, stood as a monument to the courage and bravery of those veterans. We landed in a field at Omaha Beach and entered the American cemetery with its seemingly endless rows of simple white crosses and Stars of David. I walked down to the beach itself with a 20-year-old private and stood silently, thinking of the young men his age who 60 years ago had died on that very beach so that others might know freedom.

Back in the cemetery, I saw elderly men walking silently among the rows, but did not think it right to interrupt their reverie. Returning to the helicopter, an elderly French woman approached me. Learning that I was an American Air Force officer, she excitedly began telling me that she was 17 years old in June 1944, living in the local area. Hearing of the invasion, she and her family had hidden for five days in a drainage culvert, fearing retaliation from the Germans. The first American soldier she saw was carrying a machine gun, and as he peered over the edge of the culvert, he whispered "Shhhhh" to her family. As she spoke no English, she asked me to thank the Blackhawk crew and the other Americans present for the events of June 1944.

Through my many years in the Reserves, I have had a number of exciting and memorable tours including a year on active duty following Sept. 11, 2001. Of all of them, this was by far the most moving. As I walked through the American cemetery at Omaha Beach, I could not help but think of our dead and wounded in Iraq. The link between the American military's sacrifice for freedom that occurred at Normandy and the current struggle could not have been more clear. The history of our military and its citizen soldiers has very much framed the expansion of our own freedom and freedom in the world. Playing a part in this commemoration of D-Day made me even more proud to be a part of that history.

Junior Enlisted Appreciation Day

The Event Recognizes DIA's Junior Enlisted Personnel for Their Dedication to the Agency Mission

By Master Sgt. Anthony L. Liberta, USA, DI

On June 30, the DIA Top-3 Association hosted its annual Junior Enlisted Appreciation Day, to thank the junior enlisted service members for their hard work, determination and motivation toward accomplishing the agency mission.

More than 100 junior enlisted members, E1 to E6, working in the DIAC, Pentagon, Crystal City, and the Missile and Space Intelligence Center in Huntsville, Ala., were treated to a luncheon given by the senior non-commissioned officers (NCOs) throughout the agency. Pizza, cold cuts and chicken wings were the menu selections of choice by the junior enlisted personnel who participated.

The Top-3 Association-sponsored event is a crucial component for building cohesiveness and camaraderie among DIA military personnel of all ranks and services. Petty Officer 2nd Class Alissa Blais from the Office of the Senior Enlisted Advisor stated that the luncheon allowed her to meet new people and socialize with personnel she would not normally have the opportunity to.

In speaking with the junior enlisted attendees at the DIAC, I emphasized that although it may not always be said, everyone, especially the senior NCOs, appreciate the work accomplished and the sacrifices that DIA's junior enlisted members make each day.

The event was also used by the Top-3 Association to recognize the junior service members who assist in the many Top-3 functions and fundraisers, such as car washes and golf tournaments. These functions and fundraisers allow the Top-3 to sponsor events such as Junior Enlisted Appreciation Day and the annual Dining Out.

The Top-3 Association is a non profit DIA-chartered organization of service members in the military pay grades of E-7 to E-9. The Top-3 holds monthly meetings to address issues affecting DIA's military personnel and supports personnel growth and development within the enlisted ranks of all services, while enhancing the image of the agency's military personnel by supporting internal and local community activities.

Additionally, the Top-3 Association provides the DIA director and senior enlisted advisor a pool of senior enlisted service members, who through their membership, can quickly integrate all the resources of numerous DIA directorates.

I wish to thank to Master Sgts. Robert Hodges, Reginald Humphrey, Kevin Ryder and Jerry Temple; Sergeants 1st Class Timothy Lewis, Sandra Husband, Sheila Quashie, Catherine Thomas (DI) and Ray Kern; Staff Sgt. Roger Wortman; Sgt. Brian Fleming; Senior Master Sgt. Victor Elhordoymuniz; and Chief Petty Officer Philip Lawhorn; for their support to this annual event.

Some participants at the annual Junior Enlisted Appreciation Day luncheon enjoy pizza, cold cuts, chicken wings and other dishes as a token of appreciation from DIAs Top 3 Association.

Keeping the Promise

An Employee Discusses her ICAP Experience with the DPMO

By Kathy L. Weyenberg, DT

Imagine yourself immersed within the U.S. Department of Defense's personnel recovery community, keeping the promise that those who are lost or fallen, may return home with honor. Since April 2003, I have had the good fortune to work with dedicated professionals within the Office of the Secretary of Defense (OSD), Defense Prisoner of War/Missing Personnel Affairs and the Personnel Recovery Policy office. I received this opportunity through the Intelligence Community Assignment Program (ICAP), which has afforded me the opportunity to obtain new skills that I will apply upon my return to DIA in April 2005.

The main mission of personnel accounting is recovering the remains and effects of previous wars' deceased and current issues. My office, the personnel recovery office, writes policy affecting missing personnel and others that may be at risk of being isolated. For example, the U.S. and our allies have people missing in the Iraqi theater of operations and in Colombia, where they are being held against their will.

On the beach at Newquay, United Kingdom in March, following the UK Survival School demonstration of "at sea" rescue for downed aircrews. The author, Kathy Weyengerg, is second from the left, and, third from the left is Deputy Assistant Secretary of Defense for Prisoner of War/Missing Personnel Affairs, the Honorable Jerry Jennings.

The assignment has its ups and downs, like any other job. OSD staff work is time consuming and cumbersome, yet it ensures the most thorough coordination possible and at times it makes DIA staff work look streamlined! Even though the work load is heavy, I'm proud to have even a little impact on the operational efforts of the personnel recovery community. My teammates inside the Beltway, at the agencies and at the combatant commands are wonderful. As a member of the U.S. delegation to the NATO Search and Rescue Panel, I have contact with our allied personnel recovery counterparts. In June, I had an opportunity to work with the U.S. Pacific Command-led Multinational Forces (MNF) symposium on military operations other than war. This year, for the first time, the MNF conference discussed adding a personnel recovery annex to its standard operating procedure.

I travel a great deal, and will likely have close to a quarter million frequent flyer miles by the end of this assignment. My first ICAP TDY was to the Netherlands. I was invited to observe Denmark's annual combat search and rescue exercise. I could return this year with operational U.S. military combat search and rescue forces that may participate with the Danes. I've been to Germany three times; first as an escort officer for the Deputy Assistant Secretary of Defense when he was the keynote speaker at a Helipower conference in Hannover; then to attend the first iteration of the Joint Personnel Recovery Agency's basic course to a NATO audience in Ramstein; and finally, to brief at the annual U.S. European Command Personnel Recovery conference in Oberammergau. I briefed at NATO headquarters in Brussels on my birthday and was in Paris the week before the 60th anniversary of D-Day. The British Royal Air Force even flew me over Stonehenge in a helicopter!

Although the job is mostly policy related, I do have ongoing contact with the intelligence community through the POW/MIA Cell, the U.S. Joint Forces Command-led Intelligence Support to Personnel Recovery Working Group and the Joint Personnel Recovery Agency's J-2 shop. Additionally, I attended the Under Secretary of Defense (Intelligence) conference on intelligence support to personnel recovery in March.

My assignment through ICAP has given me incredible access to people and processes I'd never been exposed to before. I'm looking forward to returning to intelligence analysis, but I hope that when I do, the list of U.S. missing will be empty.

SPECIAL

CENTCOM Unveils New Intelligence Office

USCENTCOM Opens its New Intelligence Operations Office, Made Possible Through GDIP Funding

By Staff Sgt. Randy Redman, USAF, USCENTCOM

United States Central Command (CENTCOM) unveiled its new Intelligence Operations Division office with a ribbon cutting ceremony Aug. 18. Brig. Gen. John Custer, Director of Intelligence, said the new facility was a long time coming.

"This state-of-the-art facility is a welcome change from the root cellar this place looked like before," said Custer. "This project was only possible because the Defense Intelligence Agency is funding the renovation and understands our facility shortcomings, along with the importance of the mission our analysts perform here at MacDill. This was money well spent."

The renovation project is funded by the General Defense Intelligence Program, which DIA Director Vice Adm. L.E. Jacoby is program manager.

This phase of the project, a complete renovation of 4,500-square-foot space within CENTCOM headquarters, cost roughly $1 million, said John Ward, chief of Resource and Requirements Division. Ward said a majority of the money went into improving the air conditioning, and installing a new fiber-optic communications infrastructure that enables intelligence specialists to operate at a more efficient level. He added that the completion of this project is just the beginning of the Intelligence Directorate's effort to upgrade its facilities.

"This has been a long time coming," Ward said, "Most of our efforts go into the war and our troops overseas. This is the first opportunity we've had to renovate office space."

In addition to the communications equipment and security measures for intelligence information, there is also new office furniture and better lighting for the 67 people assigned to the division. There are already two more phases of the same overall project underway to change work centers from dimly lit and poorly ventilated rooms, into ergonomic, well-organized and air conditioned offices. Ward stated that the $7 million project will continue for at least another year-and-a-half.

Finding transition space continues to be a major challenge during the project, said Steve Wells, the renovation project manager. In order to renovate these spaces, all of the people in the office have to be relocated to temporary spaces within the headquarters building, or to outside trailers. Not only does CENTCOM need to provide adequate space and furniture for the relocated employees, but a lot of effort is expended to provide the communications (voice and data) necessary for the analysts to continue supporting the war efforts.

"We would like to do the work all at once," said Wells, "But where do you put everybody while you are renovating?"

While the inter-office shuffle continues to be a burden for those who are displaced, the final result is a welcome change to a more comfortable and efficient work environment; and as Custer stated, "This was money well spent!"

photo by Staff Sgt. Randy Redman, USAF

Brig. Gen. John Custer, Director of Intelligence at U.S. Central Command, opens the new offices for the Intelligence Operations Division.

DIA Participates in Youth Motivation Conference

Government and Industry Professionals Share Career Advice with Students Attending

By Angela P. Morton, MD

One of the annual highlights for students at Alabama A&M University (AAMU), a Historically Black College/University located in Normal, Ala., is the Youth Motivational Task Force (YMTF) conference held each May. The 2004 theme, "Inspiring the Next Generation of Explorers," captured the essence of the national program that has set the stage for future motivators for the past 30 years.

The YMTF conference has helped more than five million students attending predominantly minority colleges learn more about the variety of careers available in the public and private sectors. Knowing where to go is far simpler than knowing how to get there, and with so many choices before them, students often need career direction. Students want to be assured that there are meaningful jobs in the work force, and they seek the security of knowing that they will be properly prepared for these jobs.

Informed, dedicated and successful professionals from every walk of life meet with college students during the YMTF conference to share and give back a portion of what they've learned throughout their career.

Roshod Wilson, a mechanical engineer in DIA's Missile and Space Intelligence Center (MSIC) Short Range Ballistic Missile Systems Division, joined more than 100 consultants and government representatives to participate in a variety of events during the YMTF four-day conference. As the DIA/MSIC representative, Wilson shared his personal career experiences, discussed career opportunities in the government and offered useful advice and insight to help students make realistic career decisions and assessments.

An AAMU graduate with a degree in mechanical engineering, Wilson is pursuing a master's degree in business administration with a concentration in management there. He has been employed with DIA since August 2002.

For more than 120 years, AAMU has endeavored to deliver quality education to its students. Anchored in a setting conducive to scholastic achievement, AAMU offers a wide variety of academic programs ranging from associate to the Ph.D. degrees. A center of substance and excellence, AAMU provides the framework for an emergence of future scholars, leaders and thinkers.

Roshod Wilson (center) discusses the success of the DIA mentoring program with other YMTF consultants.

MSIC Celebrates Asian Pacific American Heritage

The MSIC Observance was Shared with NASA, Dept. of Labor, Air Force and Army Personnel

by Angela P. Morton, MD

DIA joined the nation in celebrating Asian Pacific American Heritage Month in May. This year's theme was "Freedom for All, A Nation We Call Our Own."

The Missile and Space Intelligence Center joined the U. S. Army and the National Aeronautics and Space Administration (NASA) in an Asian Pacific American Heritage Month celebration May 26. The event featured keynote speaker Samuel Mok, chief financial officer of the U.S. Department of Labor, where he spoke on cultural diversity in government service. Les Stamps, chief of the Office for Program Management with MSIC, offered opening remarks and represented DIA/MSIC as a senior leader. Along with the speakers, cultural performances and food tastings highlighted the observance.

MSIC's joint military staff provided honor guard services for the celebration, filling in for the regular Redstone Arsenal Army Honor Guard. Sgt. 1st Class Anita Delaney assembled the ad hoc group of Army and Air Force personnel, who gave an extraordinary performance.

President George H.W. Bush designated May as Asian Pacific American Heritage Month in 1990 to honor the history and contributions of this diverse group. The month was chosen to commemorate the arrival of the first Japanese immigrants to the United States on May 7, 1843. May also marks the anniversary of the completion of the transcontinental railroad on May 10, 1869, much of it built by Chinese immigrants.

Heritage events such as this event strengthen the agency's commitment to hiring, retaining and developing a diverse workplace, and they're consistent with the goals outlined in the DIA Strategic Plan.

Asian Americans, Native Hawaiians, and Pacific Islanders

Estimated number of U.S. residents who say they are Asian or Asian in combination with one or more other races. This group comprises 5 percent of the total U.S. population. **- 13.1 Million**

Number of U.S. Asian American military veterans. There are 57,000 veterans of Native Hawaiian and other Pacific Islander heritage. **- 351,000**

Percentage of Asians and Pacific Islanders age 25 and over with a bachelor's degree or higher. This group has the highest proportion of college graduates of any race or ethnic group in the country. **- 47%**

Percentage of Asian and Pacific Islander households made up of families. **- 73%**

Source: U.S. Census Bureau, www.census.gov

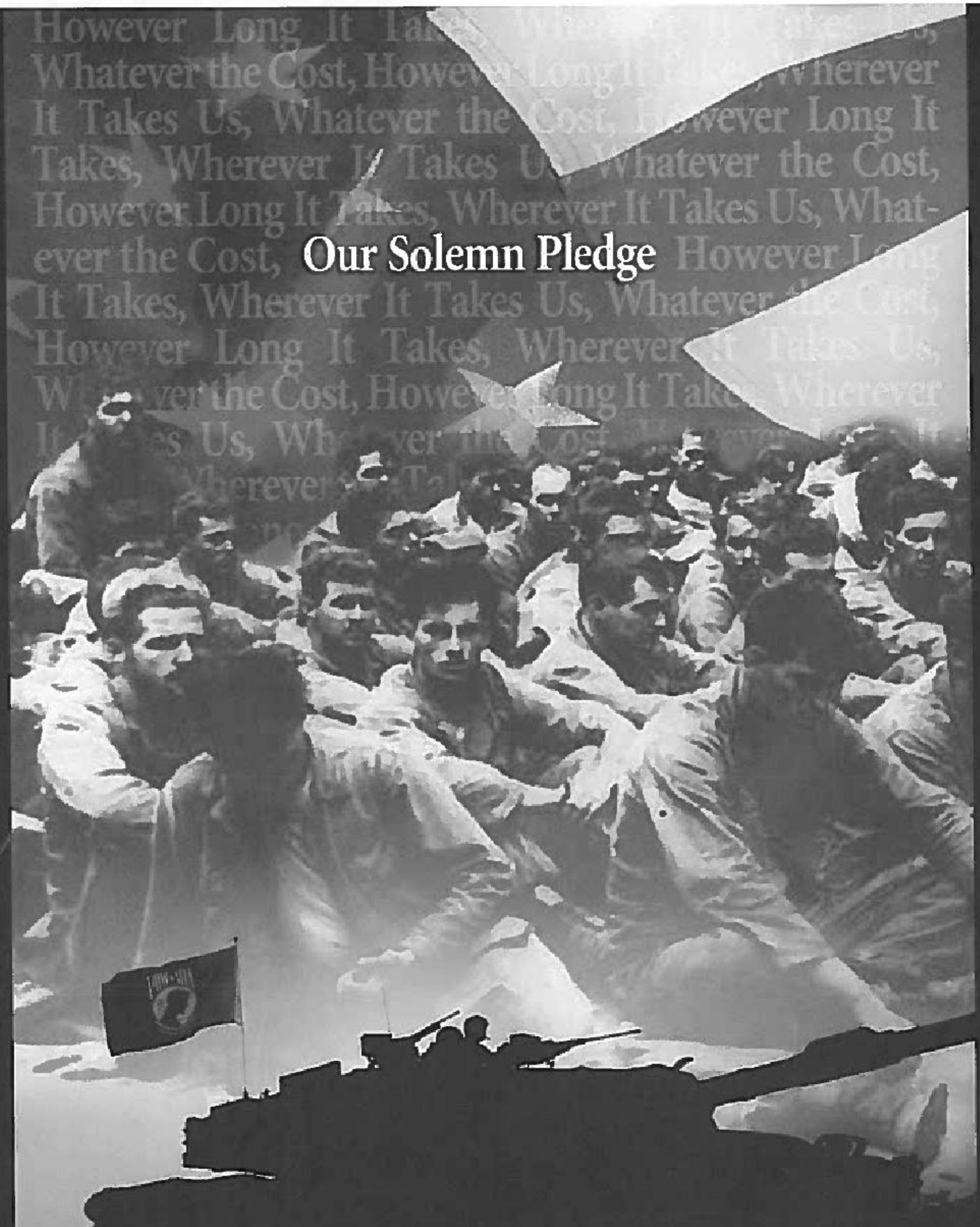
Asian Pacific Heritage Month

The event organizers of the Asian Pacific American heritage celebration from NASA, Army and MSIC special emphasis program representatives, with keynote speaker Samuel Mok.

On This Day in HISTORY

1 September, 1974:	Lt. Gen. Daniel Graham, 4th DIA Director
1 September 1977:	Lt. Gen. Eugene Tighe, 6th DIA Director
1 September 1995:	Lt. Gen. Kenneth Minihan, 11th DIA Director
2 September 1990:	The DoD Joint Intelligence Center operational
3 September 1963:	DIA Counterintelligence and Security Office assumed adjudication responsibility for SI clearances
5 September 1972:	Palestinian terrorists attacked Israelis at the Munich Olympics
6 September	Labor Day (Holiday)
6 September 1931:	Signal Intelligence School opens
6 September 1976:	Soviet MiG-25 and pilot defected to Japan, providing intelligence
8 September 1944:	First German V-2 long-range rocket struck London
9 September 2001:	Al-Qaida members assassinated Ahmad Massoud, Afghan Northern Alliance leader
10 September 1970:	Lt. Gen. Donald Bennett, 2nd DIA Director
11 September 2001:	Al-Qaida hijacked planes to attack the World Trade Center towers and Pentagon killing thousands, including 7 from DIA
12 September 2001:	NATO mutual defense clause used for first time in 52 years after Sept. 11, 2001, attacks
13 September 1991:	U.S. and USSR agreed to cut off arms to the warring sides in Afghanistan
14 September 1981:	Lt. Gen. James Williams, 7th DIA Director
15 September 1981:	Red Army Faction ambushed and slightly injured U.S. General Kroesen in Germany
16 September 1974:	DIA established the General Counsel
17 September 1947:	James Forrestal became first Secretary of Defense
18 September 1947:	CIA and Air Force established by the National Security Act
19 September 1994:	U.S. forces landed in Haiti in Operation Uphold Democracy
20 September 1984:	Hezbollah bombed Beirut Embassy killing Chief Warrant Officer Kenneth Welch and Petty Officer 1st Class Michael Wagner, USDAO
21 September 2001:	DIA analyst Ana Montes arrested for passing secrets to Cuba
22 September 1776:	British Army executed Capt. Nathan Hale, U.S. soldier and spy
24 September 1986:	USSR executed Adolf Tolkachev on data from spies Edward Howard and Aldrich Ames
25 September 1963:	OSD, DIA, NSA and services directed to study missile and space intelligence
25 September 1940:	Friedman's SIS cracked Japanese PURPLE code
27 September 1996:	Afghanistan's Taliban rebels captured Kabul and hanged former president Najibullah
30 September 1949:	Berlin Airlift ended after the opening of land routes to West Berlin

Our Solemn Pledge


However Long It Takes, Wherever It Takes Us,
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POW-MIA

September 14, 2004

National POW/MIA Recognition Day

www.dtic.mil/dpmo/